



Department of Land and Natural Resources

Strategic Plan

December 2005

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ENGINEERING
FORESTRY AND WILDLIFE
HISTORIC PRESERVATION
KAHOOLAWE ISLAND RESERVE COMMISSION
LAND
STATE PARKS

**STATE OF HAWAII
DEPARTMENT OF LAND AND NATURAL RESOURCES**

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Aloha!

Thank you for the opportunity to share this strategic plan of the Department of Land and Natural Resources (DLNR.) This plan was developed through the participation from the diversity of divisions within DLNR and represents our collective commitment.

DLNR's mandated mission comes from a body of laws that begin with the State Constitution, that reads: "For the benefit of present and future generations, the State and its political subdivisions shall conserve and protect Hawaii's natural beauty and all natural resources, including land, water, air, minerals and energy sources, and shall promote the development and utilization of these resources in a manner consistent with their conservation and in furtherance of the self-sufficiency of the State. All public natural resources are held in trust by the State of Hawaii for the benefit of the people."

State law further directs DLNR to "manage, administer, and exercise control over public lands, the water resources, ocean waters, navigable streams, coastal areas (excluding commercial harbor areas), and minerals and all other interests therein and exercise such powers of disposition thereof as may be authorized by law. The department shall also manage and administer the state parks, historical sites, forests, forest reserves, aquatic life, aquatic life sanctuaries, public fishing areas, boating, ocean recreation, coastal programs, wildlife, wildlife sanctuaries, game management areas, public hunting areas, natural area reserves, and other functions assigned by law."

As you can see, this plan incorporates some general descriptions of the diverse activities that the department addresses. We look forward to working with you and others in the implementation of this plan.

Thanks,

A handwritten signature in black ink, appearing to read "Peter T. Young", is written over a large, stylized circular mark.

Peter T. Young, Chairperson
Department of Land and Natural Resources

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Department of Land and Natural Resources Strategic Plan

Mission Statement:

Seek, develop and implement cost-effective strategies for the long-term sustainable management, maintenance, protection and utilization of existing and potential ocean, land, natural and cultural resources of the State of Hawaii in an integrated manner and in partnership with others from the public and private sectors.

Today & Everyday – Reinforce Priority to Resources and Working Together

- Spread the message that our natural and cultural resources are not limitless nor resilient, they are scarce and fragile
- Hierarchy of priorities:
 1. Natural & Cultural Resources – protection & preservation
 2. Public use of public resources
 3. Commercial use
- Promote responsible use, understanding and respect for Hawaii's natural and cultural resources
- Promote understanding and respect for Hawaii's endangered species and work for protection and enhancement of species and their habitat
- Where appropriate, seek and provide maintained, clean, safe and enjoyable public and commercial use of Hawaii's land and resources without compromising the protection and preservation of the land and resources
- Reinforce the importance of working together – Division with Division; DLNR with other State Departments/Community/Others
- Seek, recognize & implement cooperative, collaborative, overlapping and interrelated opportunities with others (whether community, private interests, County, State and/or Federal jurisdictions) - partnerships are priorities at DLNR
- Constantly look for and implement ways to serve the public (better, faster, cheaper, more efficient, cost-effective, etc) and include the public in the decision-making & implementation process; help public "make a difference"
- Look for better ways to do a better job
- In addressing challenges, prevention is better than reaction
- Maintain open, honest and frequent communication with the public and all constituency groups - communicate early and often

Make Hawaii a great place to live – for now and for the future

Division of Aquatic Resources (DAR)

Manages the State's marine and freshwater resources through programs in commercial fisheries; aquatic resources protection, enhancement and education; and recreational fisheries – issues commercial fishing licenses and permits. The Division has both constitutional and statutory responsibility for protection and management of all aquatic biological resources in State waters.

DAR oversees 750-miles of coastline, 410,000-acres of coral reef (around main Hawaiian islands,) 3-million acres of State marine waters, 565-million acres in Fishery Conservation zone (200-mile limit,) 3,000-commercial fishing licenses, estimated 260,000 recreational anglers (of the total - 130,000-Hawaii residents; 125,000-marine anglers.)

Goals of Division of Aquatic Resources

- To establish the Division of Aquatic Resources as the recognized and effective leader in the management of Hawaii's aquatic resources, encompassing freshwater, estuarine, and marine ecosystems, in accordance with our constitutional and statutory mandates.
- To effectively communicate with all stakeholders that has an interest in aquatic resources and their associated ecosystems.
- To develop sound management policies, based on the best available science and input from the public that are ecologically sustainable, culturally sensitive, and economically viable.

Bureau of Conveyances (BOC)

The Bureau of Conveyances serves as the State's sole recording office for documentation of land title changes, liens and contracts between individuals. Examines, records, indexes and microfilms Regular System and Land Court documents & maps. Approximately 400,000 documents are recorded each year. Hawaii is the only state with a central recording system. We are not just recording paper - we play a role in moving families into homes by providing security for homeowners and investors

Goals of the Bureau of Conveyances

- To enhance current Bureau of Conveyances Information System to provide on-line access to recorded data through the Internet.
- To promote excellent customer service.
- To review and develop plans for electronic filings.

Boating and Ocean Recreation (DOBOR)

Manages small boat harbors and launch ramps; provides permits for ocean recreation events such as yacht races, canoe regattas, surfing and board sailing contests; & regulates commercial activities such as “thrill craft” operations. Statewide, 21-small boat harbors, 54 launch ramps, 13-off shore mooring areas, 10-designated ocean water areas, 108-designated ocean recreation management areas.

The Division of Boating and Ocean Recreation is wholly self-supported by user fees, vessel registration fees, marine fuel taxes and boating property rental income deposited to a boating special fund.

Goals of the Division of Boating and Ocean Recreation

- To enrich the lives of people of all ages, both residents and visitors alike, by providing opportunities and facilities for developing skills and participating in both organized and non-organized ocean-based activities such as boating of all types, salt water fishing, surfing, sailboarding, diving, ocean swimming, and other related activities.
- To perfect an organization to perform core functions of the program as established by laws, regulations and policy; and to be ever mindful of guidance provided in Section 1, Act 313, SLH, 1990, as it relates to commercial and non-commercial recreational opportunities of our State’s waters, and expectations related to the public trust responsibilities.
- To develop sound management policies and a regulatory framework based on the best available information and with input from the general public.
- Establish and provide designated anchoring areas (day use moorings) that would protect and preserve the State’s fragile underwater eco-system.

Land Division (Land)

Maintains the official inventory of State lands, handles the acquisitions of land for public purposes and disposition of State land through sale, lease, month-to-month permit, easement and other dispositions. 1.3-million acres of “fast” lands – all beaches and submerged lands - oversees 800-900-leases per year;

Goals of the Land Division

- Improve fundamental management practices (processes/operational)
- Maximize staff resources (people)
- Install and utilize current technology to improve the way we operate (technology)
- Increase lease rent revenues generated from public lands to further public land trust purposes and support Land Division operations (operational)
- Obtain self-sufficiency (operational)

Commission on Water Resource Management (CWRM)

Provides administrative, staff and technical services in support of the State Commission on Water Resource Management, whose general mission is to protect and enhance the water resources of the State for beneficial uses such as domestic, aquaculture, irrigation and other agricultural, electrical generation, commercial and industrial uses, while ensuring adequate provision for traditional & customary Hawaiian rights; ecological balance and scenic beauty and other public interest objectives.

Goals of the Commission on Water Resource Management

- To protect the water resources of the State and provide for the maximum beneficial use of water by present and future generations.
- To develop sound management policies and a regulatory framework that facilitates decisions that are:
 - (1) Proactive and timely,
 - (2) Based on best available information and sound science,
 - (3) Focused on the long-term protection and reasonable and beneficial use of both ground and surface water resources, and
 - (4) Protective of water rights and public trust purposes.
- To achieve sound water resource planning, extensive baseline and current data collection for ground and surface water, and statewide compliance of the State Water Code.

Office of Conservation and Coastal Lands (OCCL)

Oversees and regulates uses on private and public lands in the conservation district

- 2-million acres of Conservation lands - Issue conservation district use permits
- 750-miles of general coastline - 43rd in land area - 4th longest general coast
- Beach and marine lands out to the seaward extend of the State's jurisdiction.

Goals of the Office of Conservation and Coastal Lands

- It is the mission and goal of the Office of Conservation and Coastal Lands (OCCL) to protect and conserve Conservation District lands and beaches within the State of Hawaii for the benefit of present and future generations, pursuant to Article XI, Section 1, of the Hawaii State Constitution. These lands encompass our State's terrestrial and marine environments, with special emphasis on coastal areas and beaches.
- The OCCL is responsible for overseeing approximately 2 million acres of private and public lands that lie within the State Land Use Conservation District. In addition to privately and publicly zoned Conservation District lands, OCCL is responsible for overseeing beach and marine lands out to the seaward extend of the State's jurisdiction.
- It is a primary goal of OCCL to balance the Conservation of our State's unique and fragile natural resources with development of these resources for the good of the State. This will be accomplished through superior management of regulatory functions, efficient use of staff resources and technology, permit streamlining, administrative consistency, and innovative program financing.

Conservation and Resources Enforcement (DOCARE)

The Division of Conservation and Resources Enforcement (DOCARE) is responsible for enforcement activities of the Department of Land and Natural Resources. The division, with full police powers, enforces all State laws and rules involving State lands, State Parks, historical sites, forest reserves, aquatic life and wildlife areas, coastal zones, Conservation districts, State shores, as well as county ordinances involving county parks. The division also enforces laws relating to firearms, ammunition and dangerous weapons.

Hawaii's Hunter Education Program - To educate resource users in becoming responsible, conservation-minded and safety conscious. - By achieving the mission statement, the Hunter Education Program is able to instill the principles of sustaining our resources. Through this concept and its implementation we will be able to pass on choices to future generations.

Goals of the Division of Conservation and Resources Enforcement

- To protect human life, property and the natural resources of the state.
- To actively enforce laws, rules and regulations designed to protect and sustain Hawaii's unique fragile natural resources.
- To promote the safe and responsible use of Hawaii's natural resources through public education and community outreach efforts.

Engineering

DLNR's Engineering division: Administers the State's programs in water development, flood prevention & control and dam safety; Provides engineering services for State water & flood projects, dam safety (129-dams statewide,) oversees geothermal drilling operations and safety protocols and implements CIP and repair projects; Provides administrative support for the Soil and Water Conservation Districts.

Goals of the Engineering Division

- Develop water and land resources to provide support to the programs which are designed to achieve the State's economic, agricultural, environmental and social goals, with priority given to State-sponsored projects. Traditional and alternative water sources are investigated and developed to meet the increasing demands of State-sponsored projects.
- Provide engineering services to other divisions of the Department and other State agencies to execute Capital Improvements Program and/or operating, maintenance and repair projects.
- Protect people, property and natural resources from natural hazards through planning, management, mitigative efforts and regulatory programs.

State Parks (Parks)

Hawaii's State Park System is comprised of 52 state parks encompassing nearly 25,000 acres on the 5 major islands. These parks offer varied outdoor recreation and heritage opportunities. The park environments range from landscaped grounds with developed facilities to wildland areas with trails and primitive facilities. The heritage program protects, preserves and interprets excellent examples of Hawaii's natural and cultural heritage. The exceptional scenic areas are managed for their aesthetic values while vantage points are developed for their superb views of our Hawaiian landscape. The outdoor recreation program offers a diversity of coastal and wildland recreational experiences, including picnicking, camping, lodging, ocean swimming, snorkeling, surfing, sunbathing, beach play, fishing, sightseeing, hiking, pleasure walking, and backpacking.

Goals of the Division of State Parks

- Preserve and protect the natural, cultural and scenic resources in the State Park System.
- Provide a clean, safe and enjoyable environment for all park visitors.
- Improve monitoring and management of natural and cultural resources in the State Park System.
- Provide interpretive services in the parks to enhance the visitor experience, develop visitor awareness of Hawaii's cultural and natural heritage and promote resource management by park users.
- Streamline park operations to make the best use of limited staffing and funding.
- Expand sources of revenue to support parks program and special park needs.
- Develop an "identity" for Hawaii's State Parks.
- Develop partnerships/agreements with non-profit organizations, volunteer curator groups, and community groups to increase educational and maintenance opportunities at State Parks.

Forestry and Wildlife (DOFAW)

Manages statewide forests and natural area reserves; public hunting areas; plant and wildlife sanctuaries. Program areas include watershed protection, native resources protection, outdoor recreation, hiking trails and commercial forestry. Approximately 800,000-acres in forest reserves, sanctuaries and wilderness areas – Hawaii has the 11th largest state-owned forest and natural area reserve system in the US. Natural Area Reserves System (NARS,) was created to preserve and protect representative samples of Hawaiian biological ecosystems and geological formations. The system consists of 19 reserves on five islands, with more than 109,000 acres of the State's most unique ecosystems. Na Ala Hele (NAH) is the State of Hawai'i Trail and Access Program. NAH was initially created in response to public concern about the increasing loss of access to trails and the threat to historic trails from development pressures.

Goals of the Division of Forestry and Wildlife

- Promote healthy diverse forest ecosystems throughout Hawaii that provide clean air and water, habitat to support healthy populations of native plants and animals, recreational opportunities, and sustainable forest products.
- Use aggressive but careful management to minimize adverse effects on Hawaii's forests from insects, disease and wildfire.
- Promote the use of incentives, the collection and sharing of information, cultural sensitivity and appropriate regulations to foster a climate for responsible forest stewardship.

State Historic Preservation Division (SHPD)

The State Historic Preservation Division of DLNR works to preserve and sustain reminders of earlier times which link the past to the present. SHPD's three branches, History and Culture, Archaeology and Architecture, strive to accomplish this goal through a number of different activities.

The division Administers a historic preservation program established under state and federal law; Reviews and assesses the effects of proposed development projects or land use activities on significant historic properties at the county, state, and federal level; Oversees compliance with permitting commitments to preserve or treat historic properties; Maintains a statewide inventory of historic properties of archaeological, architectural, and cultural importance; Provides the public, agencies, and private consultants with information on historic properties and historic preservation issues; Responds to the discovery of human remains and determines long-term treatment of discoveries; and Provides administrative support for five Island Burial Councils and the Hawaii Historic Places Review Board.

Goals of the State Historic Preservation Division

- Increase Protection and Management of Hawaii's Historic and Cultural Resources
- Promote Effective Land Use Planning that Incorporates Historic Preservation
- Promote Community and Economic Revitalization Through Historic Preservation
- Increase Public Knowledge of Hawaii's Historic Properties and the Benefits of Historic Preservation

**Department of Land and Natural Resources
Division of Aquatic Resources
Portion of DLNR's Strategic Plan**

I. Goals:

- To establish the Division of Aquatic Resources as the recognized and effective leader in the management of Hawaii's aquatic resources, encompassing freshwater, estuarine, and marine ecosystems, in accordance with our constitutional and statutory mandates.
- To effectively communicate with all stakeholders that has an interest in aquatic resources and their associated ecosystems.
- To develop sound management policies, based on the best available science and input from the public that are ecologically sustainable, culturally sensitive, and economically viable.

II. Policies, Objectives and Estimated Timeframe:

Policy A: Evaluate, amend, and update regulatory measures for fisheries management based on sound biological criteria and community concerns.

Objectives and Estimated Timeframe:

- A.1. Continue evaluation of and amending current administrative rules for closed seasons, bag limits, minimum sizes, gear restrictions and total take based on new biological and total catch data. (3 years)
- A.2. Amend existing rules for fisheries including lay net use. (1 year)
- A.3. Work with community groups and various fishing clubs to develop additional regulations for certain species or areas where needed. (5 years)
- A.4. Assessing the effectiveness of bottomfish regulations by evaluating status of wild populations, habitat quality research, and fishing trends. (1 year)
- A.5. Promulgate new rules to manage the introduction of aquatic alien species introduced through ship ballast water. (1 year)

Policy B: Expand aquatic education and outreach efforts statewide to raise awareness of fisheries management issues, concerns and opportunities.

Objectives and Estimated Timeframe:

- B.1. Develop additional public service announcements and support television airing. (1 year)
- B.2. Expand community involvement and initiatives in aquatic resources management in an advisory capacity through innovative and non-traditional methods. (3 years)

- B.3. Expand recreational fish catch survey program to include the promoting of two-way communication between fishermen and the division. (5 years)
- B.4. Continue current efforts in education and outreach including teacher education and training, publication of regulations, newsletters and other outreach materials. (5 years)

Policy C: Expand assessment of coastal marine recreational fisheries catches to provide an accurate measure of total fish caught in an effort to better manage fisheries resources.

Objectives and Estimated Timeframe:

- C.1. Expand recreational fish catch surveys statewide. (1 year)
- C.2. Expand the cooperative voluntary tagging program for *ulua* with the recreational fishing community to establish a baseline for stock assessment and encourage a partnership between managers and anglers. (2 years)

Policy D: Assess relationships between freshwater inflows and nearshore marine fish productivity through the support of an Instream Flow Program in an effort to better understand and manage the effects between stream flow and coastal ecosystem productivity.

Objectives and Estimated Timeframe:

- D.1. Improve the precision of the GIS predictive model for stream flow alteration effects by incorporating additional elements such as water quality, evapotranspiration, species density relationships, and others. (3 years)
- D.2. Assess proposed flow reductions and or increases on estuarine conditions and influences on marine environments. (5 years)
- D.3. Assess impacts of alien species on native stream biota and native species response to flow reductions. (5 years)
- D.4. Complete assessment of the life history of native stream biota with a focus on their ocean nursery and migratory phase. (5 years)
- D.5. Continue information and data support for State Water Commission. (5 years)

Policy E: Expand assessment and monitoring program for impacts of alien species introductions on native ecosystems.

Objectives and Estimated Timeframe:

- E.1. Assess spread of alien species throughout the Islands in marine environments due to introductions from ship ballast water. (1 year)
- E.2. Assess impacts to native reef communities from the introduction and spread of alien algae to ascertain rates of growth and spread and determine possible mitigation measures. (2 years)

- E.3 Implement the approved aquatic invasive species management plan, including responses for ship ballast water, administrative rule promulgation for ballast water, hull fouling and responses to invasive species on coral reefs. (3 years)

Policy F: Expand habitat and stock enhancement programs.

Objectives and Estimated Timeframe:

- F.1. Expand the artificial reef program through the identification and establishment of new sites for artificial reef deployment. (5 years)
- F.2. Identify additional sources of funding to deploy reefs on the neighbor islands. (5 years)
- F.3. Increase *moi* stocks through continued improvements in stock enhancement technology. (2 years)
- F.4. Develop technology to raise *ulua* in hatcheries and begin stock enhancement program for this fishery. (5 years)

Policy G: Implement the Coastal Policy provisions on marine managed area classification system and establish a coordinated strategy for improved management and site selection for all marine regulated sites.

Objectives and Estimated Timeframe:

- G.1. Evaluate existing marine managed areas and review regulatory framework to ensure highest level of conservation is achieved where possible. (2 years)
- G.2. Develop designation and design parameters for current and additional sites directed towards establishment of a new classification system for marine protected areas. (3 years)
- G.3. Complete and implement a comprehensive management plan for the Northwestern Hawaiian Islands by establishing a partnership between the State and federal authorities for the proposed federal Northwestern Hawaiian Islands National Marine Sanctuary. (1 year)
- G.4. Improve protection of aquatic resources by revising regulations within designated marine managed areas. (5 years)

Policy H: Continue administrative public trust oversight and review responsibilities.

Objectives and Estimated Timeframe:

- H.1. Continue the process of review, approval, and issuance of special activity permits. (5 years)
- H.2. Continue review of EA's and EIS's to identify any potential adverse impacts on aquatic resources. (5 years)
- H.3. Continue oversight and management responsibility for public fishing areas and resources. (5 years)
- H.4. Assess impacts and regulate activities relating to protected species. (5 years)

- H.5. Develop a threatened and endangered species conservation strategy and community coordination to respond to entanglements, beachings, nesting and breeding site management and include other species of concern that have been identified as declining. (2 years)

Policy I: Expand assessment of commercial fisheries catches to provide a more accurate measure of commercial landings in an effort to better manage fisheries resources.

Objectives and Estimated Timeframe:

- I.1. Continue process of permit allocation for commercial fisheries including collecting and assessment of catch data. (5 years)
- I.2. Improve compliance of catch/dealer reporting requirements. (5 years)
- I.3. Complete revision of licensing and permitting requirements. (2 years)
- I.4. Develop and implement Internet-based commercial licenses issuance. (1 year)

III. Measures of Effectiveness:

Policy A:

- Completion and adoption of new and amended Hawaii administrative rules for species and area management.
- Obtain board approval to proceed with public hearings on amendments to laynet regulations.
- Completion of efforts to work with community groups on proposed regulations.
- Completion of an evaluation of data and research findings on bottomfish stocks.

Policy B:

- High demand for publications.
- Number of public service announcements aired.
- Total number of households reached by media campaigns.
- Number of teachers trained.
- Number of personal contacts and presentations made.

Policy C:

- Number of fishermen surveyed by surveyors, statewide.
- Number of fishermen recruited as volunteers to tag, release, and submit information on their efforts to tag recreationally-important gamefish such as papio and ulua, which are recreationally-important gamefish.
- Results of tagging information being used to assess stock condition.

Policy D:

- Implementation of the predictive GIS model for stream flow that results in an ability to determine impacts on native stream biota and coastal marine species.
- Development of biological indicators that assist in defining and determining life history of native stream biota and result in increase in native organisms in streams.
- Development of GIS-correlated stream database.
- Development of GIS-correlated watershed database which includes aquatic (stream and estuary) data and linked to nearshore and terrestrial data such as vegetation coverage types, soil types, land use, insects, birds, etc.

Policy E:

- Baseline data and mapping of the current location of alien species, which can be used to track spread of organisms over time.
- Implementation of possible mitigation measure to limit the further spread of targeted alien algae.
- Implementation of approved aquatic invasive species management plan recommendations.
- Adoption of Hawaii Administrative Rules for ship ballast water management.

Policy F:

- Complete permit approvals to create additional artificial reef sites.
- Increased numbers of *moi* documented in nearshore reef ecosystem from stock enhancement efforts.
- Development of successful hatchery techniques to raise *ulua*.

Policy G:

- Development of a new marine managed area classification system.
- Revisions to regulations at selected marine managed areas that enhance conservation.
- Review and comment on the draft comprehensive management plan and draft EIS for the proposed Northwestern Hawaiian Islands National Marine Sanctuary.

Policy H:

- Number of permits issued and reviewed for commercial licenses and special activity permits.
- Number of EA's and EIS's reviewed annually.
- Number of fishing permits issued and community events scheduled at public fishing areas.
- Development and implementation of a threatened and endangered species and for species with declining populations, conservation strategy.

Policy I:

- Increase in the number and consistency of commercial catch reports filed.
- Establishment of more accurate data for commercial landings based on new reporting system.
- Implementation of a new dealer report system.

**Department of Land and Natural Resources
Bureau of Conveyances
Portion of DLNR's Strategic Plan**

I. Goals:

- To enhance current Bureau of Conveyances Information System to provide on-line access to recorded data through the Internet.
- To promote excellent customer service.
- To review and develop plans for electronic filings.

II. Policies, Objectives and Estimated Timeframe:

Policy A: Improve and expand public access to recorded data.

Objectives and Estimated Timeframe:

- A.1. Enhance design and implementation of K03 application to enable review of recorded instruments utilizing scanned images. (on-going)
- A.2. Enhance current website to provide information and forms to assist with recording inquiries. (on-going)

Policy B: Encourage and promote excellent public service.

Objectives and Estimated Timeframe:

- B.1. Revise existing Administrative Rules to expedite the recording process under HRS 502 and work with Judiciary Land Court for consistency under HRS501. (1 year)
- B.2. Reorganize staff to streamline functions and operations. (on-going)
- B.3. Develop customer feed back system to assess effectiveness of operations. (1 year)
- B.4. Work with industry representatives (Bar Association, Land Title Association, Realtors, etc) to make legislative and administrative changes that will improve and facilitate Judiciary Land Court and Bureau of Conveyances processes. (on-going)
- B.5. Establish System Integrity guidelines.
- B.6. Implement attached recommendations submitted by Hoike Consulting covering work processes to improve and enhance service levels.

Policy C: Review and develop capabilities for electronic filings.

Objective and Estimated Timeframe:

- C.1 Explore potential for electronic filings necessitated by passage of the Uniform Commercial Code, Article IX. (1 year)
- C.2 Explore potential for recording documents electronically. (1 year)

III. Measures of Effectiveness:

Policy A:

- Implementation of enhanced K03 design to allow for on screen review of documents.
- Updated website with current forms and policies.

Policy B:

- Determine need, if any, for introduction of new legislative proposals and Administrative Rule promulgation and revisions pursuant to comments from industry and Land Court representatives.
- A "Rush Desk" to address rush searches, copy requests and recordings.
- A feedback system to monitor concerns/appreciation of BOC activities.
- Evaluation process with industry representatives in place to monitor and reassess division effectiveness in streamlining recording activities.
- Process in place to determine guidelines to maintain data and system integrity.
- Consolidation of work process through reorganization of division to foster team building and working together.

Policy C:

- Obtain information protocol from other jurisdictions currently utilizing electronic filings pursuant to Revised Article 9.
- Explore potential and costs to implement recordings electronically from remote sites.

**Department of Land and Natural Resources
Division of Boating and Ocean Recreation
Portion of DLNR's Strategic Plan**

I. GOALS

- To enrich the lives of people of all ages, both residents and visitors alike, by providing opportunities and facilities for developing skills and participating in both organized and non-organized ocean-based activities such as boating of all types, salt water fishing, surfing, sailboarding, diving, ocean swimming, and other related activities.
- To perfect an organization to perform core functions of the program as established by laws, regulations and policy; and to be ever mindful of guidance provided in Section 1, Act 313, SLH, 1990, as it relates to commercial and non-commercial recreational opportunities of our State's waters, and expectations related to the public trust responsibilities.
- To develop sound management policies and a regulatory framework based on the best available information and with input from the general public.
- Establish and provide designated anchoring areas (day use moorings) that would protect and preserve the State's fragile underwater eco-system.

II. Policies, Objectives and Estimated Timeframe:

Policy A: Provide a sound financial plan based on projected revenues stream to accomplish the program mission.

Objectives and Estimated Timeframe:

- A.1. Refine Financial Strategic Plan (Business Plan) to meet financial goals over the next 5, 10 and 20 years. (on-going)
- A.2. Further improve fiscal integrity of the Boating Program through training, technology application, audits and sound financial management. (on-going)
- A.3. Analyze and refine financial data to allow meaningful analysis that facilitates management decision making. (on-going)
- A.4. Gain approval and establish appropriate user fees to reflect user needs and reflective of the value of services provided. (on-going)
- A.5. Maximize use of Federal fund support available from the Wallup-Breaux Trust Fund (Recreational Boating Safety Act), Aquatic Resources Trust Fund (both the Boat Safety Account and the Sportfish Restoration Account), the Clean Vessel Act, the Clean Water Act, programs of the U.S. Army Corps of Engineers, and other applicable Federal grants that may become available. (on-going)
- A.6. Pursue additional grant and non-traditional grant sources. (on-going)

Policy B: Increase electronic communication capability within DOBOR.

Objectives and Estimated Timeframe:

- B.1. Expand computer network applications between Department and all DOBOR offices, including Internet and intranet access. (on-going)
- B.2. Train DOBOR personnel in use of e-mail for communication between DOBOR offices and other agencies, and use of Internet services for reference material and other appropriate information. (on-going)
- B.3. Update the current Vessel Registration System and Revenue System. The vessel registration system is responsible for over 15,000 vessels registered in Hawaii and the Revenue System is responsible for tracking and billing over 2,500 accounts. It also provides management reports such as aged receivable reports and is over nine years old. (on-going)

Policy C: Develop and Implement BLNR Ocean Recreation Coastal Policy

Objectives and Estimated Timeframe:

- C.1. Establish carrying capacities, user times and user proper groups in areas already experience a high level of ongoing user conflicts. (1 year)
- C.2. Review existing HRS and existing HAR's to address deficiencies in language and rules which don't adequately cover the new and emerging area of conflict. (on-going)
- C.3. Incorporate discussions with user and/or advisory groups intended to minimize ocean recreation user conflicts. This may include initiating or amending Ocean Recreation Management Areas as tools to mitigate ocean recreation user conflicts and address capacity issues. (on-going)
- C.4. Provide staff training to provide improved customer service and reduce user conflict. (on-going)
- C.5. Seek technical solutions to assist in resource protection, such as day use moorings. (on-going)

Policy D: Provide minimum standards for infrastructure services for boating facilities under State jurisdiction.

Objectives and Estimated Timeframe:

- D.1. Review and revise present boating facility classification criteria as necessary to justify needed improvements statewide. (on-going)
- D.2. After surveying boating facilities for compliance with requirements of the Americans with Disabilities Act (ADA), develop local implementation plans and participate in local ADA informational meetings for DLNR facilities. (implementation started)
- D.3. Survey boating facilities for compliance with applicable Best Management Practices (BMP5) for marinas and recreational boating as recommended. (1 year)

Policy E: Provide necessary funding to bring boating facilities up to established minimum standards.

Objectives and Estimated Timeframe:

- E.1. Establish criteria for prioritizing needed compliance actions. (on-going)
- E.2. Identify appropriate funding source for each required project or activity and link to fiscal projections of revenues and expenditures. (on-going)
- E.3. Develop planned implementation schedule for each required project or activity according to appropriate level of action, i.e., routine maintenance, special maintenance, or capital improvement. (biennium/supplemental budget; on-going)
- E.4. Request Legislative appropriations through the budgetary process for identified Capital Improvement Projects by appropriate method of financing. (on-going)
- E.5. Supplement Boating Special Fund with new revenue sources from adjoining State lands. (2 years)

Policy F: Maximize efficient utilization of State boating facilities.

Objectives and Estimated Timeframe:

- F.1. Commercialize functions where advantageous to the public. (2 years)
- F.2. Establish working relationship with the Counties to maximize resources (1 year)
- F.3. Seek public, private, State and County partnerships for the management and/or operations of the harbors both on a daily operational basis and to also collaborate on long range plans for capital improvements and funding sources. (2 years)
- F.4. Establish priorities for leasing under-utilized areas of boating facilities for development and management by private entities. (1 year)
- F.5. Expand facilities to encompass all waters of the State for purposes of management, commercial small business opportunity and issuance of commercial use permits. (3 years)
- F.6. Work with the cruise ship industry to plan the expected growth of the industry and manage the impact on DOBOR facilities. This would include planning additional ports of call and the cost of compliance with Homeland Security requirements. (on-going)

Policy G: Develop strategic planning capability within DOBOR to determine future needs for boating regulatory and facility improvements and development.

Objectives and Estimated Timeframe:

- G.1. Determine availability of strategic planning services through inter-agency cooperative agreements or consultant contract. (on-going)
- G.2. Support hiring additional DLNR or DOBOR staff, as appropriate, through the budgetary process to provide strategic planning capability for the Boating Program. (1 year)
- G.3. Develop and implement a regulatory function strategic plan in concert with DOCARE, AG's Office and other regulatory stakeholders. (3 years)

Policy H: Provide equal opportunities for access, use and enjoyment of the waters of the State while minimizing user conflicts.

Objectives and Estimated Timeframe:

- H.1. Review and revise Hawaii Administrative Rules governing activities on the waters of the State for ease of access, clarity and user friendly application by the general public. (2 years)
- H.2. Invite public discussion of potential controversial uses through establishment of advisory groups selected from residents of the local area. (on-going)
- H.3. Utilize alternative dispute resolution techniques in the development of alternatives to resolve perceived user conflicts. (as needed on case by case basis)

Policy I: Develop public support and awareness of Division programs and capabilities.

Objectives and Estimated Timeframe:

- I.1. Utilize acquired multi-media presentations for briefing members of the Legislature, community groups, user groups and other interested parties. (on-going)
- I.2. Update interactive Web Page on the Internet for access by interested parties. (on-going)
- I.3. Promote and improve boating education and safety courses through boating organizations, home study programs and Internet. (on-going)
- I.4. Develop plan to actively market what we do for users, the State, the environment while conveying a vision of what ought to be. (on-going)
- I.5. Establish partnerships with national and local boating organizations to utilize existing resources and unify efforts in public education campaigns. (on-going)

III. Measures of Effectiveness

Policy A:

- Number of projects funded.
- Number of personnel trained.
- Number of audits.
- Numbers of personal contacts and presentations made.
- Total funding obtained from all sources.
- Expenditures providing services/benefits to different user groups by identified through cost centers.
- Number of permits/leases in effect compared to previous year.
- Number of grants received.

Policy B:

- Complete computer networking functions between all DOBOR Districts and the Department.
- Number of personnel trained.

Policy C:

- Increased number of DOCARE officers assigned to DOBOR functions.
- Obtain approval to increase number of legal staff assigned to the Division.
- Decreased number of legal actions initiated against DLNR/DOBOR, increased number resolved in favor of the State, and decreased number pending resolution and number resulting in adverse decisions against the State.

Policy D:

- Increased number of berths/moorings available in State boating facilities and reduce the number of vacancies as compared to prior year.
- Reduced number of applications on file for recreational and/or commercial berths as compared to prior year.
- Increased number of facilities in compliance with ADA standards. Establish Best Management Practices (BMP) for marinas and recreational boating.

Policy E:

- Number of CIP projects approved as percentage of those requested.
- Numbers of advisory groups and scheduled meetings as compared to previous year.
- Develop standards for facilities infrastructure.
- Establishment of schedules for periodic maintenance of facilities.

Policy F:

- Develop plan for privatization of selected facilities.
- Number of small boat harbor leases executed.
- Increase revenues needed to offset growing expenditures.

Policy G:

- Establishment of strategic planning committee within DOBOR.

Policy H:

- Establish and periodically meet with advisory groups to gain input.

Policy I:

- Number of demands for publications and referrals for boating courses.
- Total number of customers reached by media campaigns.
- Number of personal contacts and presentations made.

**Department of Land and Natural Resources
Land Division
Portion of DLNR's Strategic Plan**

I. Goals

- Improve fundamental management practices (processes/operational)
- Maximize staff resources (people)
- Install and utilize current technology to improve the way we operate (technology)
- Increase lease rent revenues generated from public lands to further public land trust purposes and support Land Division operations (operational)
- Obtain self-sufficiency (operational)

II. Policies, Objectives and Estimated Timeframe

Policy A: Improve records management

Objectives and Estimated Timeframe:

- A. 1. Develop system to ensure timely filing of documents and eliminated backlog of filing and centralize master file creation function (on-going)

Policy B: Increase accountability and skill levels

Objectives and Estimated Timeframe:

- B.1. Implement Performance Appraisal system. (on-going)
B.2. Require reporting on status of assignments. (on-going)
B.3. Establish performance measurements as part of the computerization project. (on-going)
B.4. Conduct training and education. (on-going)

Policy C: Streamline operations, improve internal controls through current technology

Objectives and Estimated Timeframe:

- C.1. Increase access to external data sources (e.g. county tax offices, MLS, internet, etc.) to increase efficiency and quality of work. (on-going)
C.2. Add project and correspondence tracking functions to computer system. (on-going)

Policy D: Increase lease rent revenues in accordance with public trust fiduciary duties

Objectives and Estimated Timeframe:

- D.1. Identify lands with development and revenue generating potential (e.g., lands zoned under counties' zoning ordinances for resort, industrial, and/or commercial uses or lands designated in counties' long-range general and development plans for such uses.) (5 years)
- D.2. Determine market demand for such uses and potential increase in lease revenues to the State. (5 years)
- D.3. Evaluate potential impacts of developing such lands and possible alternative uses to determine if development is appropriate. (5 years)
- D.4. If development is appropriate, determine appropriate method for issuance of ground lease. (e.g., public auction, request for proposals, direct negotiation) (on-going)
- D.5. Seek necessary land use approvals and offer ground lease. (on-going)

Policy E: Self-sufficiency

Objectives and Estimated Timeframe:

- E.1. Increase revenues for the Special Land Development Fund. (on-going)
- E.2. Seek out more opportunities for the development and leasing of public lands, including, but not limited to the development and leasing Industrial Parks. (on-going)

III. Measures of Effectiveness

Ongoing monitoring of specific projects to accomplish the objectives will be conducted, including self-reporting requirements and establishment of performance measures, with incorporation into the performance appraisal system where appropriate.

Conduct an aggressive program to identify public lands with development and revenue generating potential by obtaining the necessary entitlements. Offer ground leases at market rent pursuant to Chapter 171, HRS. Generate revenues to support the Departments rockfall and hazard mitigation projects.

**Department of Land and Natural Resources
Commission on Water Resource Management
Portion of DLNR's Strategic Plan**

I. Goals

- To protect the water resources of the State and provide for the maximum beneficial use of water by present and future generations.
- To develop sound management policies and a regulatory framework that facilitates decisions that are:
 - (1) Proactive and timely,
 - (2) Based on best available information and sound science,
 - (3) Focused on the long-term protection and reasonable and beneficial use of both ground and surface water resources, and
 - (4) Protective of water rights and public trust purposes.
- To achieve sound water resource planning, extensive baseline and current data collection for ground and surface water, and statewide compliance of the State Water Code.

II. Policies, Objectives and Estimated Timeframe

Policy A: Develop the best available information on water resources, including current and future water use monitoring and data collection, modeling activities, surface-water and ground-water quality (e.g. chlorides) and availability, stream flow, stream biota and watershed health to make wise decisions about reasonable and beneficial use and protection of the resource.

Objectives and Estimated Timeframe:

- A.1. Compile water use and resource data collected by the Commission on Water Resource Management (Commission), other government agencies, community organizations, and other private entities into a comprehensive database. Date of completion: (on-going)
- A.2. Determine interim instream flow standards for certain streams in East Maui. Date of completion: (4 years)
- A.3. Determine interim instream flow standards for certain streams in West Maui. Date of completion: (5 years)
- A.4. Develop methodology to establish instream flow standards. Date of completion: (on-going)
- A.5. Enhance ground- and surface-water use data collection throughout the State, which will involve participation of well and stream diversion operators/users in recording and reporting well discharges and stream diversion withdrawals. Date of completion: (on-going)

- A.6. Designate priority areas for new ground- and surface-water monitoring. Submit funding requests as needed, for monitoring programs (e.g. deep monitor wells, water level observation wells, spring flow measurements, rain gage data, fog drip analysis, stream gaging, stream surveys, etc.). Date of completion: (on-going)
- A.7. Pursue cooperative agreements and partnerships with other departmental divisions and county water supply departments to work with the United States Geological Survey in the collection of hydrologic data. Date of completion: (on-going)
- A.8. Update:
- Geographic Information System (GIS) coverages for State:
 - Rainfall
 - Evaporation
 - Recharge;
 - Standards for ground- and surface-water models;
 - Benchmark ground-water well network for water elevations;
 - Deep monitor well network.
- Date of completion: (on-going)

Policy B: Provide the regulatory and internal framework, including best use of information technology, for efficient ground- and surface-water management.

Objectives and Estimated Timeframe:

- B.1. Establish standardized internal procedures for processing of stream-related permits. Continue efforts to streamline processing of Stream Channel Alteration Permits, Stream Diversion Works Permits, and Petitions To Amend Interim Instream Flow Standards. Date of completion: Internal procedures completed (streamline processing on-going)
- B.2. Continue efforts to modernize internal processing of permits including development of electronic checklists, merge files for form letters, permits, and desktop GIS services. Date of completion: (on-going)
- B.3. Establish web-based permit application/ processing and water use reporting. Date of completion: (4 years)
- a. Water use reporting for small individual private owners. Date of completion: (2 years)
 - b. Permit application/ processing. Date of completion: (4 years)
- B.4. Establish user-friendly GIS based information system. Date of completion: (5 years)

Policy C: Foster comprehensive resource planning for the development, use, protection, and conservation of water. Conduct systematic and regular updates of the Hawaii Water Plan.

Objectives and Estimated Timeframe:

C.1. Implement provisions of the “Statewide Framework for Updating the Hawaii Water Plan” adopted by the Commission. The Statewide Framework includes but is not limited to:

- State planning goals/objectives, statements of policy, and governing principles;
- Delineation of state and county responsibilities related to the update of the Hawaii Water Plan (HWP) components;
- Identification of statewide planning considerations and key issues to be addressed and incorporated in the HWP update;
- Specific requirements, guidelines, and evaluation criteria for updating respective components of the HWP (County Water Use and Development Plans, State Water Projects Plan, Water Quality Plan, Water Resource Protection Plan, and Agriculture Water Use and Development Plan);
- An assessment of the current planning cycles for state/county agencies and a recommended schedule for future updates to the HWP;
- Identification of available processes for involving appropriate constituencies and/or stakeholder groups; and
- Identification of studies/assessments that should be undertaken by the State and/or county in the overall implementation of the Statewide Framework and in future updates of the HWP components.

Date of completion: (on-going)

C.2. Develop implementation plan, schedule, and budget for coordinating respective updates of HWP components and completion of other related studies or assessments. In conjunction with an implementation plan and schedule, conduct inter-agency planning sessions as necessary in each county to provide direction and assistance in the development of the County Water Use Development Plans. Conduct planning sessions with the Departments of Health and Agriculture with respect to the Water Quality Plan update and the preparation of the Agriculture Water Use and Development Plan, respectively. Date of completion: (on-going)

C.3. Provide for public input and educational outreach, including presentations on the status and importance of completing the various inter-agency components of the HWP. Date of completion: (on-going)

C.4. Continue implementation of the Hawaii Drought Program, which carries out the provisions of the Hawaii Drought Plan, including: 1) Development of county-based drought mitigation strategies to coordinate existing resources from government, private industry, and drought impact sector stakeholders; 2) Implementation of water conservation measures and better use of water resources in times of drought; and 3) Drought preparedness and mitigation, including coordination of emergency response actions to address drought conditions. Date of completion: (on-going)

- C.5. Establish framework for statewide water conservation planning, which will provide for coordination of water conservation plans between federal, state, and county agencies, private industry, and non-governmental agencies. Date of completion: (on-going)
- C.6. Develop water shortage plans for water management areas to ensure resources are protected during periods of water shortage through a reasonable and equitable system of water use reductions. Date of completion: (on-going)
- C.7. Continue studies of resource augmentation options including, but not limited to, wastewater reuse, storm water reclamation, aquifer recharge, and desalination. Date of completion: (on-going)

Policy D: Support community-based management of water resources and develop short- and long-range plans to avoid judicial and quasi-judicial disputes.

Objectives and Estimated Timeframe:

- D.1. Work with stakeholders and community groups, which can assist the Commission in addressing water-related issues, develop educational programs about water resource protection and management, and disseminate information. Date of completion: (on-going)
- D.2. Provide information and support to stakeholders and community groups trying to manage water resources and resolve disputes. Develop and provide timely resource information in an accessible and usable form to the public. Date of completion: (on-going)
- D.3. Develop education and outreach programs to educate communities and members of the public on water rights and water issues related to the Commission and the Hawaii Supreme Court's Waiahole Decision. Date of completion: (on-going)

Policy E: To enhance and improve current stream protection and ground-water protection programs for future generations.

Objectives and Estimated Timeframe:

- E.1. Apply for funding, including private and public grants, to help meet program objectives outlined in the policies set forth above. Date of completion: (on-going)
- E.2. Implement benchmark/milestones approach for managing and monitoring the Pearl Harbor Aquifer Sector adopted as part of the March 2000 revision of Pearl Harbor ground-water sustainable yields. New deep monitor well data and other ground-water data are being evaluated, and a Pearl Harbor Ground-Water Monitoring Group has been formed to enhance current monitoring. A draft ground-water monitoring plan is being formulated. Date of completion: (on-going)

- E.3. Work with involved federal, state, and county agencies to ensure safe and appropriate use of reclaimed water including formulation of user groups to address reuse issues. Work with military and other users to implement use of recycled water in the Ewa plains and other areas in the State. Date of completion: (2-3 years)
- E.4. Develop procedures for timely well abandonment and sealing, and adopt administrative rules to support this program measure. Date of completion: (3-4 years)

I. Measures of Effectiveness for Policies A-E

- Completion of projects in the timeframes set.
- Better information for resource decision-making.
- Increased educational/community participation at forums to discuss water issues.
- Enactment of amended rules to streamline the permitting process and better protect the resource.
- Increased federal and state funding for water resource management (e.g., ground-water monitoring, surface-water studies, drought mitigation and developing new ground-water recharge estimates using GIS distributions).
- Improved compliance with statewide water use reporting and the implementing of a new Access-based water use database.
- Using the Access-based water use database to design a similar database for surface water diversions.
- Greater compliance with permit conditions and where less enforcement actions are necessary.

**Department of Land and Natural Resources
Office of Conservation and Coastal Lands
Portion of DLNR's Strategic Plan**

I. Goals

- It is the mission and goal of the Office of Conservation and Coastal Lands (OCCL) to protect and conserve Conservation District lands and beaches within the State of Hawaii for the benefit of present and future generations, pursuant to Article XI, Section 1, of the Hawaii State Constitution. These lands encompass our State's terrestrial and marine environments, with special emphasis on coastal areas and beaches.
- The OCCL is responsible for overseeing approximately 2 million acres of private and public lands that lie within the State Land Use Conservation District. In addition, to privately and publicly zoned Conservation District lands, OCCL is responsible for overseeing beach and marine lands out to the seaward extend of the State's jurisdiction.
- It is a primary goal of OCCL to balance the Conservation of our State's unique and fragile natural resources with development of these resources for the good of the State. This will be accomplished through superior management of regulatory functions, efficient use of staff resources and technology, permit streamlining, administrative consistency, and innovative program financing.

II. Policies, Objectives and Estimated Timeframe:

Policy A: Reduce violations.

Objectives and Estimated Timeframe:

- A.1. Expedite processing of enforcement cases so that violations can be swiftly resolved. This will allow staff to handle more cases, which should result in a reduction in the long run. (2 years)
- A.2. Streamline application process so that it behooves landowners to apply first rather than after the use is established. (1 year)
- A.3. Conduct more outreach in order to educate all those parties who handle Conservation lands (Websites, brochures, videos, meetings, press). (2 years)
- A.4. Provide training for staff to enable them to expedite cases. (on-going)
- A.5. Focus on prevention.

Policy B: Reduce beach loss and narrowing.

Objectives and Estimated Timeframe:

- B.1. Step-up enforcement on illegal seawalls. (on-going)
- B.2. Promote and where appropriate fund beach restoration efforts. (3 years)
- B.3. Develop and promote alternatives to shoreline hardening (e.g. beach restoration, relocation, engineered structures, such as breakwaters). (5 years)
- B.4. Streamline permitting process for beach restoration projects. (done, and processing applications)
- B.5. Develop, promote and disseminate planning guidelines for appropriate coastal development, so that new structures are located with sufficient distance from the shoreline — e.g., Coastal Construction Guidebook. (done and disseminating guidebook)
- B.6. Seek cooperation of county agencies to resolve existing erosion problems and establish mutually agreeable guidelines on enforcement, planning, and remedial erosion solutions. (1 year)
- B.7. Develop and disseminate educational materials including an erosion management video, brochures, and press. (1 year)

Policy C: Conduct Amendments to Title 13-5, HAR.

Objectives and Estimated Timeframe:

- C.1. Initiate internal DLNR review of existing rules and recommend changes — e.g., single family residential standards, undesignated conservation lands, new permit criteria, housekeeping, emergency situations. (initiated and on-going)
- C.2. Publish draft rule change on DLNR/OCCL website, Provide for some interactivensess through website for public. (6 months)
- C.3. Seek input of stakeholders including Conservation District Owners, organizations and government agencies. (1 year)
- C.4. Seek Governor and Land Board's approval for public hearings — hold hearings. (1-1/2 years)
- C.5. Pursue changes to rules. (2 years)

Policy D: Provide for the re-nourishment of sand at Waikiki Beach in the short term and long term.

Objectives and Estimated Timeframe:

- D.1. Issue contract and receive DOH permit to pump 10,000 cubic yards of sand to Kuhio Beach. (completed. Project to begin in October/November 2005 months)
- D.2. Obtain \$250,000 from the Legislature to re-design Kuhio Beach. (1 years)
- D.3. Improve all of Waikiki Beach. (10 years)

Policy E: Develop and implement Integrated Shoreline and Comprehensive Coastal Policy.

Objectives and Estimated Timeframe:

- E.1. Develop summary discussion of proposed policy for adoption by the Land Board. (Completed)
- E.2. Develop scope of policy for initial policy elements including proper disposition unauthorized shoreline improvements, state land encroachments, new applications, setbacks, emergency authorizations, and planning. (6 months)
- E.3. Discuss policy elements with respective county and state agencies. (9 months)
- E.4. Obtain consensus on policies from respective agencies. (1-1/2 years)
- E.5. Implement policies. (on-going)

Policy F: Fill vacant positions.

Objectives and Estimated Timeframe:

- F.1. Fill Planner IV position. (4 months)

Policy G: Create, fund and Fill Second Coastal Lands Specialist position in OCCL.

Objectives and Estimated Timeframe:

- G.1. (Completed)

Policy H: Produce educational guidance materials for conservation and/or coastal landowners

Objectives and Estimated Timeframe:

- H.1. Complete, publish and disseminate Hawaii Coastal Construction Guidebook. (on-going)
- H.2. Complete, publish and disseminate Coastal Erosion Alternatives Manual. (on-going)
- H.3. Complete, publish and disseminate Conservation District Lands Brochure. (on-going)

Policy I: Improve regulation of all Conservation District Lands by balancing resource conservation and use.

Objectives and Estimated Timeframe:

- I.1. Continue to train employees. (on-going)
- I.2. Continue to promote understanding of important natural resource issues and require site inspections. (on-going)
- I.3. Promote public participation in regulatory process. (on-going)
- I.4. Partner with other state, federal and county agencies to improve resource management and reduce redundancy. (on-going)

III. Measures of Effectiveness

Policy A: Reduce violations.

- Document reductions in processing time for cases and reward staff for efficient work.
- Document number of cases processed.
- Make application process as painless as possible so people will not feel threatened. This should result in increase in applications submitted and reduction in violations as application process becomes less of a burden. Seek input of landowners regarding their level of education about Conservation District lands (i.e., did you see a video, news article, or publication?) and the need to respect the process.
- How well is staff responding to training and is work moving more seamlessly.

Policy B: Reduce beach loss and narrowing.

- Stepped-up performance should result in a reduction in unauthorized seawalls. Monitor incidence of unauthorized shoreline improvements.
- Plan and implement five beach restoration projects in Hawaii over the next five years to reduce the need for shoreline hardening.
- Document implementation of other erosion management solutions to replace seawalls such as beach restoration, shoreline retreat, purchase, and softer erosion management methods.
- Document increase in the number of privately funded beach restoration efforts due to streamlined permit process.
- Siting decisions by county and state agencies should begin to reflect avoidance of coastal erosion rather than confrontation.
- How many counties can DLNR have agreements with to deal with erosion problems cooperatively?
- Actions by individuals should be affected by outreach and education to result in overall improvement in erosion problems.
- Continue to promote and fund shoreline erosion change research and data gathering.

Policy C: Conduct Amendments to Title 13-5, HAR.

- Degree of success in meeting internal and external benchmarks.
- Degree of acceptance draft rule changes by landowners/public as well as the Land Board and the Governor.
- Once adopted, monitor how well parties respond to new rules. Monitor reduction or increases in Contested Cases and violations?
- Monitor quality and quantity and efficiency of work completed by staff. New rules should compliment and improve work Processes.

Policy D: Provide for the re-nourishment of sand at Waikiki Beach in the short term and long term.

- Effectiveness is straightforward. Quantify how much sand was pumped, how long it took, and what issues were raised. Measure sand quality as a function of the existing beach sand. Success will be measured based on quality of sand and how well it combines with existing beach sand. Monitoring.
- For 2 year Kuhio Beach Improvements project, educate legislature in order to succeed in obtaining funds. Selection of experiences and competent contractor. Monitor project for several parameters, including sand retention, water quality, water use safety, and public perception.
- For longer-term improvements in Waikiki, monitor success or failure in the acquisition of state and federal funds.

Policy E: Develop and implement Comprehensive Coastal Policy.

- Reduction in beach narrowing/loss.
- Reduction in property damages from ocean waves.
- Improvement in public access and use of state beaches, Reduction is burden and costs in dealing with erosion problems.

Policy F: Fill vacant positions.

- Were positions filled (yes/no)

Policy G: Create and fund Coastal Lands Specialist position in OCCL.

- Was position successfully filled (yes/no).

Policy H: Produce educational/guidance materials for conservation and/or coastal landowners

- Popularity of publications.
- Total number of landowners reached with some form of education.
- Number of public presentations given by staff.
- Number of times a consultant refers to a DLNR publication.
- Number of times an applicant chooses to do something other than build a seawall due to DLNR education.

Policy I: Improve regulation of all Conservation District Lands by balancing resource conservation and use.

- Measure how well staff is responding to training and feedback on their case work utilizing the Performance Appraisal System (PAS).
- Try to obtain feedback from the public and other interest groups on how they are finding out about public meetings on conservation cases. Query the public on how they feel decision-makers are using their input.
- Set time frame for rule amendment and use this as a measure of performance.

**Department of Land and Natural Resources
Division of Conservation and Resources Enforcement
Portion of DLNR's Strategic Plan**

I. Goals:

- To protect human life, property and the natural resources of the state.
- To actively enforce laws, rules and regulations designed to protect and sustain Hawaii's unique fragile natural resources.
- To promote the safe and responsible use of Hawaii's natural resources through public education and community outreach efforts.

II. Policies, Objectives and Estimated Timeframe:

Policy A: To ensure the right of all persons to safely use, share and enjoy Hawaii's natural resources through firm, fair and effective law enforcement.

Objectives and Timeframe:

- A.1. Continue to upgrade and improve all phases of law enforcement training where possible. (on-going)
- A.2. Identify ways to improve outdoor recreation safety. (on-going)
- A.3. Maintain and improve search and rescue capabilities. (on-going)
- A.4. Obtain state of the art equipment and training that will enable field Officers to effectively respond to life threatening emergencies. (on-going)
- A.5. Obtain state of the art equipment that will provide immediate access to information to aid the officers in the field. (on-going)
- A.6. Review law enforcement accreditation requirements. (5 years)

Policy B: Assist DLNR Divisions with revisions and updating of statutes, rules and administrative restrictions designed to protect our natural resources.

Objectives and Timeframe:

- B.1. Continue to assess existing regulations and recommend amendments to language, special requirements, and enforceability of existing laws, rules, licenses, and permits. (on-going)
- B.2. Identify new requirements and propose new laws, rules and administrative restrictions designed to improve resource protection. (2 years)
- B.3. Assist Divisions with dissemination of information relating to new legal requirements. (on-going)

Policy C: Initiate integrated program review, statistics analysis, and electronic data processing.

Objectives and Timeframe:

- C.1. Continue with plans to complete statewide computer network and upgrade software. (on-going)
- C.2. Maintain monthly statistical reports on the network. (1 year)
- C.3. Improve our statewide complaint and report retrieval system. (2 years)
- C.4. Update and improve current record keeping to ensure prompt comprehensive recall of pertinent data and information for planning and field assignments. (3 years)

Policy D: In partnership with DLNR Divisions, County, State, and Federal agencies help to educate the public in the safe and responsible use of Hawaii's natural resources.

Objectives and Timeframe:

- D.1. Continue support for our Hunter Education Program and increase certifications where possible. (on-going)
- D.2. Prepare and distribute public service announcements designed to focus on resource protection and conservation. (on-going)
- D.3. Continue current efforts with school presentations, public informational talks and participation in public hearings designed to increase the public's awareness. (on-going)
- D.4. Stress the need for voluntary compliance with resource protection requirements. (on-going)
- D.5. Explore the feasibility of establishing a Resources Education Program designed to focus on all aspects of natural resources education. (2 years)

Policy E: Obtain the funding necessary to fully meet the program goals and provide necessary staffing.

Objectives and Timeframe:

- E.1. Identify alternative sources of funding. (on-going)
- E.2. Increase federal funding for established cooperative activities. (on-going)
- E.3. Justify additional general funding needs. (on-going)

Policy F: Improve and/or increase Officer safety.

Objectives and Timeframe:

- F.1. Continue to identify and purchase additional safety equipment. (on-going)
- F.2. Establish written safety procedures. (on-going)
- F.3. Continue to review and improve on our response to safety concerns. (on-going)

Policy G: Implement the Land Boards Statewide Comprehensive Coastal Policy

Objectives and Timeframe:

- G.1. Expand and improve outreach and education efforts in a continued effort to deter natural resources related violations. (on-going)
- G.2. Increase mutually beneficial opportunities by participating in community meetings to address public concerns regarding illegal activities. (on-going)
- G.3. Continue to partner with other constituencies in resources protection while formalizing cooperative agreements between DLNR and these same agencies. (on-going)
- G.4. Expand the use of administrative penalty options by taking more enforcement actions to the Land Board for administrative processing and final disposition rather than limiting final disposition to the criminal courts. (on-going)
- G.5. Expand the department's Makai Watch program. (on-going)

III. Measures of Effectiveness:

Policy A:

- Increase the number of inspections and reduce number of complaints.

Policy B:

- Total number of statutes, rules, and restrictions revised and updated.
- Total number of Divisions assisted.

Policy C:

- Increase electronic data transfer capabilities.
- Increase statistical data availability.

Policy D:

- Total number of hunters certified.
- Total number of classroom presentations.
- Total number of contacts.

Policy E.

- Identify funding increases.
- Begin to identify and apply for grants.

Policy F.

- Identify mobile radio communications needs and specifications.
- Draft a safety standard operating manual to be incorporated into the Policy Manual.

Policy G.

- Identify and compare new outreach and education efforts with established efforts.
- Identify the total number of cases brought before the Land Board and compare with previous caseload.
- Identify total number of new finalized cooperative working agreements
- Identify the total number of newly established Makai Watch program participants statewide

**Department of Land and Natural Resources
Engineering Division
Portion of DLNR's Strategic Plan**

I. Goals

- Develop water and land resources to provide support to the programs which are designed to achieve the State's economic, agricultural, environmental and social goals, with priority given to State-sponsored projects. Traditional and alternative water sources are investigated and developed to meet the increasing demands of State-sponsored projects.
- Provide engineering services to other divisions of the Department and other State agencies to execute Capital Improvements Program and/or operating, maintenance and repair projects.
- Protect people, property and natural resources from natural hazards through planning, management, mitigative efforts and regulatory programs.

II. Policies, Objectives and Estimated Timeframe

Policy A: Promote partnerships and cost sharing in the implementation and development of water projects to meet the goals of potentially competing agencies.

Objectives and Estimated Timeframe:

A.1. State agencies' water needs must be continually assessed as focus changes due to fiscal constraints, public demands and/or court orders. (on-going)

Policy B: Maintain close contact with the various State departments in order to anticipate their water needs and determine further development requirements.

Objectives and Estimated Timeframe:

B.1. State agencies' water needs must be continually assessed as focus changes due to fiscal constraints, public demands and/or court orders. (on-going)

Policy C: Due to the multitude of State-sponsored projects and the State's fiscal situation, only a portion of the required projects can be funded and implemented. For this reason, the program works closely with the county water departments and prioritizes project requests.

Objectives and Estimated Timeframe:

C.1. State agencies' water needs must be continually assessed as focus changes due to fiscal constraints, public demands and/or court orders. (on-going).

C.2. Water projects requested for funding must be reviewed for applicability and priority. (on-going)

Policy D: Water source and system development requires a lead time of several years. Thus, it is vital that funding for water projects be steadily sought in order to implement the projects as early as possible.

Objectives and Estimated Timeframe:

D.1. Seek water project funding as early as practical, as evidenced by projected demands of State projects. (on-going)

Policy E: Provide engineering services for CIP, operating, maintenance and/or repair projects to other division and other State agencies, if applicable.

Objectives and Estimated Timeframe:

E.1. Increase efficiency of project execution through project management tracking and clearly defined results to be provided by user divisions or agencies. (1 year)

Policy F: Provide Engineering Services in addressing various potential natural disaster hazards in partnership with other related private and government agencies.

Objectives and Estimated Timeframe:

- F.1. Provide Engineering Services to DLNR Divisions in addressing post rockfall/landslide incidences. Also to provide services for known potential rockfall hazards sites that have funds appropriated to address and mitigate those hazards. (on-going)
- F.2. Provide Engineering Services to DLNR Divisions in addressing drainage and flooding issues. (on-going)
- F.3. Provide Engineering Services through partnerships and task forces committees to address various watershed flooding issues. (on-going)
- F.4. Participate in partnerships with the US Army Corps of Engineers and the local counties to implement Watershed Flood Studies and Flood Control Projects. (on-going).
- F.5. Develop an Executive Order for floodplain management to enable State Departments to comply with the requirements of the National Flood Insurance Program (NFIP) to ensure the availability of flood insurance in the State (on-going)

Policy G: Administer the National Flood Insurance Program to protect the public by incorporating a proactive floodplain management plan.

Objectives and Estimated Timeframe:

Administration of the NFIP in Hawaii will be accomplished through the Community Assistance Program - State Support Services Element (CAP-SSSE). Under an annual cooperative agreement with the Federal Emergency Management Agency (FEMA), the State will perform specific tasks as outlined in the CAP-SSSE grant agreement, including but not limited to:

- G.1. Conduct two Community Assistance Visits and/or Contact with two of the four participating communities.
- G.2. Provide technical assistance to the Communities as it relates to the NFIP.
- G.3. Increase public awareness and outreach by publishing a quarterly newsletter and conducting informal workshop and seminar.
- G.4. Develop and maintain a website dedicated to floodplain management.
- G.5. Review each Community's local floodplain ordinance for compliance with the NFIP Regulations.
- G.6. Encourage communities to participate in the Community Rating System (CRS).

The objectives set forth in the CAP-SSSE grant agreement is required to be accomplished within one fiscal year (October 1-Sept. 30). Funding is renewed each year contingent upon meeting the requirements of the grant agreement.

Policy H: Administer the State Dam Safety Program to reduce the risk for loss of life and property damage caused by dam related failures and incidents.

Objectives and Estimated Timeframe:

- H.1. Maintain an inventory of dams in the State for compilation into the National Inventory of Dams. (on-going)
- H.2. Develop and oversee a dam inspection program for regulatory dams in the state to insure compliance with the state's dam safety program regulations. (on-going)
- H.3. Oversee the issuance of permits for the construction, alteration, and removal of regulatory dams in the State. Develop a program to incorporate the dam permit review into the existing various County permit approval processes. (on-going)
- H.4. Develop a dams and reservoirs GIS database for use in managing and regulating the dams in the State. (3-5 years)
- H.5. Assist dam owners in developing and maintaining Emergency Action Response Plans for their dams. (on-going)
- H.6. Develop and/or adopt dam guidelines for use in assisting dam owners and professionals establish minimum guidelines for the proper design, construction and inspection of dams. (on-going)
- H.7. Provide technical assistance to dam owners and the public on dam safety issues and concerns. (on-going)
- H.8. Oversee and monitor dam owners' compliance to current dam safety regulations and ongoing maintenance and operations of dam facilities. (on-going)

III. Measures of Effectiveness

- Policy A:** Performance is measured by the identification, coordination and completion of jointly funded projects involving public and/or private entities.
- Policy B:** Performance is measured by the ongoing prioritization and update of water development requirements for the provision of water to State agencies to meet agencies' development schedules.
- Policy C:** Performance is measured by the ongoing prioritization and update of water development requirements for the provision of water to State agencies to meet agencies' development schedules.
- Policy D:** Performance is measured by program's ability to provide water credits to various State agencies when requested, normally at the building permit stage.
- Policy E:** Performance is measured by the completion of authorized funded projects, including non-water projects implemented for other divisions of the department and other agencies, and adherence to original project completion schedules.
- Policy F:** Performance is measured by the number projects assisted on and passage of an Executive Order for floodplain management.
- Policy G:** Performance is measured by completing the tasks outlined in the annual cooperative agreement, which include: community assistance visits, Hawaii Floodplain Management Newsletters, and providing technical assistance as it relates to the NFIP. Completion of the required tasks, benefit the State by:
- Continued funding of the CAP-SSSE grant;
 - Availability of low cost flood insurance in Hawaii; and
 - Community eligibility to participate in the CRS program, by which flood insurance premiums are reduced for each participating community's policy holders.
- Policy H:** Performance is measured by the number of permit applications, inspections, and dam safety related inquiries processed, and the development of a GIS database, an updated inventory of dams database, and related dam safety guidelines.

**Department of Land and Natural Resources
Division of State Parks
Portions of DLNR's Strategic Plan**

I. Goals

- Preserve and protect the natural, cultural and scenic resources in the State Park System.
- Provide a clean, safe and enjoyable environment for all park visitors.
- Improve monitoring and management of natural and cultural resources in the State Park System.
- Provide interpretive services in the parks to enhance the visitor experience, develop visitor awareness of Hawaii's cultural and natural heritage and promote resource management by park users.
- Streamline park operations to make the best use of limited staffing and funding.
- Expand sources of revenue to support parks program and special park needs.
- Develop an "identity" for Hawaii's State Parks.
- Develop partnerships/agreements with non-profit organizations, volunteer curator groups, and community groups to increase educational and maintenance opportunities at State Parks.

II. Policies, Objective and Estimated Timeframe:

Policy A: Make park facilities accessible by removing barriers and making improvements as directed by a federal court consent decree to comply with the Americans with Disabilities Act (ADA) of 1990, as amended.

Objectives and Estimated Timeframe:

- A.1. Complete at least ten (10) ADA reconstruction/renovation projects at State Parks. (1 year)
- A.2. Continue to design and put out to bid top priority projects for compliance with ADA. (1 year)
- A.3. Continue completion of design and bidding for the balance of projects to comply with ADA. (2 years)

Policy B: Develop a risk management plan to mitigate risks from natural hazards in the parks.

Objectives and Estimated Timeframe:

- B.1. Complete the inventory and assess the existing and potential hazards in the parks. And identify appropriate mitigation measures, including standardized warning signs. (1 year)
- B.2. Implement the risk management plan including management protocol for monitoring, mitigating and responding to documented hazards. (2 years)

Policy C: Construct and maintain park facilities, including structures, landscaping and other park improvement through construction and replacement of deteriorated facilities and infrastructure.

Objectives and Estimated Timeframe:

- C.1. Continue the assessment of the condition of park facilities, prioritize reconstruction and maintenance, and repair needs and maintenance programs. (1 year)
- C.2. Replace large capacity cesspools with alternative treatment systems to comply with Federal prohibition of large capacity cesspools. (3 years)
- C.3. Update reconstruction plans and periodic maintenance schedule and related budget requirements. (5 years)

Policy D: Implement concession and development/management agreements through a public process and competitive bidding. Approve new park user fees and study new fee options. Identify expanded opportunities for concessionaires to provide services to park users.

Objectives and Estimated Timeframe:

- D.1. Implement concession and development/management agreements at Makena State Parks, Maui; Malaekahana SRA, Oahu; Hapuna Beach SRA, Hawaii; and Kokee/Waimea Canyon State Parks, Kauai. (1 year)
- D.2. Develop funding partnership to implement interpretive programs, and seek grants for resources management and planning. (2 years)

Policy E: Develop and implement interpretive programs in selected parks to and promote visitor awareness and understanding of Hawaii's unique natural cultural heritage.

Objectives and Estimated Timeframe:

- E.1. Complete exhibits and open new visitor center at Ahupuaa O Kahana State Park, Oahu; plan and design a standard format for interpretive kiosks, wayside exhibits, and signs in the parks; and design a new State Parks website. (1 year)
- E.2. Construct kiosks and install signs at Koke'e and Waimea Canyon State Parks according to design standards. Install interpretive signs at Keaiwa Heiau SRA, Oahu; Lava Tree SM and Kekeha Kai SP, Hawaii; Russian Fort Elizabeth SHP and Haena SP on Kauai. (2 years)
- E.3. Install interpretive kiosks and signs at Waianapanapa, SP, Maui; Akaka Falls SP, Hawaii; and Makapuu SW, Oahu. (5 years)

Policy F: Develop and implement resource management programs in State Parks.

Objectives and Estimated Timeframe:

- F.1. Establish and fill new archaeologist position to oversee management of the cultural resources in the parks. Develop a monitoring schedule for sensitive resources. (1 year)
- F.2. Prepare and implement resource management plans for critical forest resources at Kokee and Waimea Canyon State Parks, Kauai. Develop database of resources and interpretive themes in State Parks. (5 years)

Policy G: Explore the need to reduce or consolidate park operations and reorganize the Division of State Parks.

Objectives and Estimated Timeframe:

- G.1. Centralize maintenance crews and baseyards. (1 year)
- G.2. Consolidate the Planning and Development Branches. (2 years)

Policy H: Maintain a visible presence and security in the parks to increase visitor enjoyment and satisfaction.

Objectives and Estimated Timeframe:

- H.1. Develop a logo for State Parks that can be used on uniforms, signs and publications and develop and implement a uniform for State Parks interpretive staff. (1 year)
- H.2. Provide Rangers in selected parks
- H.3. Develop and implement a uniform for State Park maintenance personnel. (2 years)
- H.4. Maintain a visible presence and improve security in the parks

Policy I: Maintain current and enter into new agreements with private non-profit organizations to further educational and maintenance opportunities at State Parks. Study the development of a volunteer coordinator position to recruit and implement volunteer programs at State Parks.

Objectives and Estimated Timeframe:

- I.1. Initiate planning for the development of education centers in selected parks with communities and educational organizations. Pilot program at Wahiawa Freshwater Park. (1 year)
- I.2. Request volunteer coordinator position be authorized and established. (2 years)

III. Measure of Effectiveness

- Policy A:** Measure of performance in addressing accessibility of park facilities by the number of barriers removed each year.
- Policy B:** Performance in addressing condition of facilities to be measured through number of parks/facilities inventoried, evaluated, budgeted, and improved.
- Policy C:** Measure increase in revenue realized through expanded concession, user fees, and grant program.
- Policy D:** Park features interpreted as percentage of interpretive places. A total of 60 interpretive places have been identified within the State Parks system. At present 50% of these places have some form of interpretation available, such as interpretive signs and interpretive facilities.
- Policy E:** Completion of database of resources. Implementing monitoring program of park resources.
- Policy F:** Reduction in number of separate maintenance base yards in the field operation and Branches in the administration office.
- Policy G:** Determine visitor satisfaction through visitor surveys.
- Policy H:** Establish and implement a uniform for State Parks employees. Schedule park patrols and gate closing.
- Policy I:** The number of agreements completed with non-profit and community organizations.

**Department of Land and Natural Resources
Division of Forestry & Wildlife
Portion of DLNR's Strategic Plan**

I. Goals:

- Promote healthy diverse forest ecosystems throughout Hawaii that provide clean air and water, habitat to support healthy populations of native plants and animals, recreational opportunities, and sustainable forest products.
- Use aggressive but careful management to minimize adverse effects on Hawaii's forests from insects, disease and wildfire.
- Promote the use of incentives, the collection and sharing of information, cultural sensitivity and appropriate regulations to foster a climate for responsible forest stewardship.

II. Policies, Objectives and Estimated Timeframe:

Policy A: Ensure viable water yields by protecting and enhancing the condition of Hawaii's forested watersheds to retard rapid run-off of storm flows, prevent and reduce soil erosion, and improve infiltration rates.

Objectives and Estimated Timeframe:

- A.1. Promote, encourage, and advocate for incentives to encourage the maintenance and enhancement of key watersheds on public and private lands and expand participation in public and private watershed partnerships on each island. (1 year)
- A.2. Prevent and suppress forest and range fires on key watersheds to include forest reserves, public hunting areas, and natural area reserves. Cooperate with established fire control agencies for the protection of other wildlands not within departmental protection areas to the extent needed to provide for public benefits and environmental protection. (1 year)
- A.3. Control livestock trespass and non-native animals in priority watersheds. (5 years)
- A.4. Survey and control noxious plants, forest insects and diseases that can damage watershed integrity and native ecosystems. (5 years)
- A.5. Plan for and implement the reforestation and management of deteriorating and/or disturbed state watersheds as may be appropriate for watershed value enhancement. (5 years)
- A.6. Plan and implement expanded management plans for Natural Area Reserves, Watershed Partnerships, State Forest Reserves, and Youth Conservation Corps to effectively utilize the new source of funding in the Natural Area Reserve Fund to maintain and restore watersheds and protect and enhance native species habitats. (5 years)
- A.7. Investigate and develop acquisition proposals for important available watershed and native and endangered species habitats that may be available for sale or easement from private landowners using the new funding sources provided by the Legacy Lands Bill. (2 years)

Policy B: Protect and enhance the condition of Hawaii's unique native plant and animal species, and native ecosystems for their inherent value to Hawaii's citizens and for their productive value to science, education, industry and the cultural enrichment of future generations and prevent species extinctions whenever possible; and support efforts for invasive species prevention and control by promoting interagency cooperation, expanding the network of volunteers, and updating training and equipment for effective rapid response capabilities.

Objectives and Estimated Timeframe:

- B.1. Insure viable populations of native species and increase populations of endangered species by protecting and managing their natural habitats via a system of state-owned and managed sanctuaries, forest and natural area reserves, and cooperative managed areas. (1 year)
- B.2. Develop and implement a coordinated approach for invasive species management and control through an integrated program of prevention, response and control, research and applied technology and public outreach. (1 year)
- B.3. Support efforts for invasive species control by implementing Hawaii Invasive Species Council programs and fund county invasive species committees that coordinate, plan and staff county-wide efforts to eradicate or control invasive species populations at non-damaging levels to native species and ecosystems, agriculture and the economy. (1 year)
- B.4. Control non-native animal populations in state forest and natural areas reserves and sanctuaries at levels non-damaging for unique native species and ecosystems. (1 year)
- B.5. Conduct an aggressive propagation and re-introduction program for T&E species (e.g. Olinda bird rearing facility, plant nursery and out planting). (1 year)
- B.6. Develop conservation incentives such as Safe Harbor Agreements and Habitat Conservation Plans to provide regulatory protections to private landowners that re-introduce endangered species or improve habitats for endangered species on their lands. (1 year)
- B.7. Continue to support efforts for brown tree snake and other alien species control by promoting interagency cooperation, funding additional inspection efforts on Guam for BTS, expanding the network of volunteers working on invasive species programs, and updating training and equipment for effective rapid response capacity. (2 years)
- B.8. Develop, protect and maintain wetland habitat through management and cooperative agreements with other agencies and private organizations. (2 years)
- B.9. Manage the State Seabird Sanctuary system and other seabird nesting colonies by controlling predators, enhancing nesting habitat, salvaging and rehabilitating grounded seabirds, and enforcing wildlife sanctuary rules. (1 year)
- B.10. Protect native species and their habitats through predator control and other improvement activities. (1 year)
- B.11. Develop and acquire new management techniques and equipment for managing and monitoring native ecosystems, including alternative techniques for introduced animal and plant control. (5 years)

- B.12. Conduct surveys of rare and endangered plants and wildlife and monitor the effects of management activities. (1 year)
- B.13. Administer the Natural Area Partnership Program (NAPP). (1 year)
- B.14. Promote and encourage meaningful applied research that addresses endangered species and natural area management needs and concerns such as limiting factors or critical habitat needs for endangered plant species. (2 years)
- B.15. Develop contingency plans and capacity to rehabilitate wildlife impacts resulting from oil spills and other emergencies. (1 year)
- B.16. Develop projects to implement the Comprehensive Wildlife Conservation Strategy to preserve, protect and restore native and endangered wildlife, plants and their habitats. (5 years)

Policy C: Enrich leisure time and capabilities of Hawaii's residents and visitors by providing opportunities and facilities for multiple outdoor recreational activities such as hiking, hunting, fishing, bicycles, equestrians and motorized off-road recreation by maintaining and enhancing trail and access systems for wildland fire control, search and rescue, watershed protection, and other natural resource management activities and a public hunting program of recreational, subsistence, and traditional hunting methods to provide a source of food and outdoor recreation for the public and as a means to manage and control introduced game animals.

Objectives and Estimated Timeframe:

- C.1. Maintain and construct roads and trails to allow managed public use of recreational areas. (1 year)
- C.2. Protect ancient and historic trails and accesses. (1 year)
- C.3. Conduct public hunting seasons, inventory and conduct surveys of game birds and mammals, and evaluate hunter harvest for setting seasons and rules, and manage public hunts. (1 year)
- C.4. Construct and maintain forest and wildlife recreational facilities such as trail shelters, arboreta, picnic grounds, viewpoints, signs, bridges and campgrounds. (1 year)
- C.5. Improve game wildlife populations and habitat by planting food crops, noxious vegetation and predator control, and game bird restocking where appropriate. (2 years)
- C.6. Construct and maintain hunter checking stations, wildlife water units, hunter informational, boundary, and safety zone signs, and game feeding sites. (1 year)
- C.7. Investigate and take appropriate action to control wildlife causing a nuisance, risk to human health, or damage to agricultural crops. (1 year)
- C.8. Advocate for public access by commenting on development plans and forming agreements with private landowners to increase public use of trails and accesses. (2 years)
- C.9. Provide additional hunting opportunities by developing new public hunting areas and creating incentive program to encourage more hunting on private lands. (2 years)
- C.10. Develop responsible mechanisms to manage commercial uses such as encourage eco-tourism in ways that sustain the natural resources and provide benefits to the local community. (2 years)

- C.11. Develop new partnerships and support mechanisms to improve operations and maintenance, access, public safety and user experience and enjoyment at high-use visitor facilities on each island. (1 year)
- C.12. Develop new cooperative agreements with private landowners to open up access to landlocked State forest reserves and hunting areas. (1 year)
- C.13. Establish and implement rules for use of warning signs to identify areas with natural hazards to mitigate and reduce the risk to the public and provide state with immunity from unavoidable hazards where appropriate. (1 year)

Policy D: Broaden the State's economic base by producing, improving, and assisting in the production of high quality forest products to support a sustainable forest industry that maintains and creates jobs while generating revenue for the State of Hawaii.

Objectives and Estimated Timeframe:

- D.1. Encourage private investment for commercial forest development. (1 year)
- D.2. Plan for, and implement the reforestation and management of deteriorating and/or disturbed state lands for commercial forest resources production, native resource protection, watershed value enhancement, and other forest purposes. (2 years)
- D.3. Plan and administer commercial forest management activities on State land which includes resource inventory, forest product sale administration, and reforestation of commercial forest resources. (1 year)
- D.4. Plan and administer commercial forest activities to address other management needs and reduce costs for activities such as salvage and clearing of hazardous materials, protection of fences, maintenance of utility and road right-of-ways, and public use facilities. (1 year)
- D.5. Provide private landowners and processors of forest products with technical forestry assistance. (2 years)
- D.6. Administer State and Federal cost sharing programs such as urban forestry and forest stewardship. (1 year)
- D.7. Operate the Central Tree Nursery in Kamuela and district nurseries for distribution of high quality tree seedlings for reforestation, special use plantings such as windbreaks and propagation of native plants for out planting. (1 year)
- D.8. Plan and administer new forest products harvest activities in appropriate lands designated for commercial forestry activities on State lands. (1 year)

Policy E: Develop volunteer and information programs for natural resource management that allow meaningful and productive community involvement in the stewardship of natural resources on public lands.

Objectives and Estimated Timeframe:

- E.1. Maintain and improve Division websites that will give the public easy access to information about DOFAW, ongoing Division projects, and basic conservation information. (1 year)
- E.2. Encourage private citizens to work on natural resource management projects by supporting community volunteer programs. (1 year)
- E.3. Work with the Hawaiian community to develop appropriate protocols for sustainable traditional and cultural gathering. (2 years)
- E.4. Develop information and educational materials on Division's programs such as maps, reports, brochures, teacher's packets, videos, and posters. (1 year)
- E.5. Work with the Department of Education to develop a natural resource stewardship model to restore, protect, and utilize a Hawaiian native forest for cultural, environmental and educational purposes. (2 years)
- E.6. Expand young adult natural resource stewardship training programs such as YCC and Americorp to educate a new generation in natural resource conservation. (1 year)
- E.7. Develop a Memorandum of Agreement with the Office Of Hawaiian Affairs (OHA) for the Management of the Wao Kele O Puna Forest on Hawaii to assist OHA with the development of land management capability within their agency for management of this and other OHA lands in the future.

III. Measures of Effectiveness

Policy A:

- Capability to prevent, respond to and control wildland fires as measured by prevention actions, response time and control effectiveness.
- Number of acres of forest watersheds being actively managed on public and private lands.
- Number of private landowners and public agencies involved in watershed partnerships

Policy B:

- Number of endangered species being actively managed and increased in numbers.
- Number of alien pests being managed.
- Number of county-wide invasive species eradications.
- Miles of monitoring transects within the Natural Area Reserve System.
- Number of acres of reserves and sanctuaries being actively managed.

Policy C:

- Miles of trail construction, restoration and maintenance.
- Number of picnic ground and campsite maintenance.
- Number of trail and access users.
- Number of licensed hunters and hunt success ratios.
- Number of game animals harvested.

Policy D:

- Number of seedlings produced and distributed.
- Acres of trees planted.
- Number of urban forestry projects implemented.
- Number of forest landowners assisted.
- Dollars of private sector investment and number of jobs created within forest industry.

Policy E:

- Number of education materials produced and distributed to target audiences.
- Number of volunteers who assist with trail stewardship.
- Number of hits on web page.
- Dollar value of volunteer labor.

**Department of Land and Natural Resources
State Historic Preservation Division
Portion of DLNR's Strategic Plan**

I. Goals:

- Increase Protection and Management of Hawaii's Historic and Cultural Resources
- Promote Effective Land Use Planning that Incorporates Historic Preservation
- Promote Community and Economic Revitalization Through Historic Preservation
- Increase Public Knowledge of Hawaii's Historic Properties and the Benefits of Historic Preservation

II. Policies, Objectives and Estimated Timeframe:

Policy A: Provide timely and effective historic preservation reviews conducted in compliance with State and Federal laws.

Objectives and Estimated Timeframe:

- A.1. Increase professional and clerical staffing to address workload resulting from development growth. (2 years)
- A.2. Complete redeployment of professional and clerical staff to the islands they serve. (6 months)
- A.3. Improve facility infrastructure at all satellite offices to support staff and operations. (1 year)
- A.4. Provide historic preservation staff with adequate hardware and software to ensure access to historic property and archive data necessary to conduct reviews. (3 years)
- A.5. Upgrade and revise State Historic Preservation Division review log to track distribution of workload and monitor timeliness of reviews. (1 year)
- A.6. Computerize and update the statewide inventory of historic places. The updated inventory will include traditional cultural places, archaeological sites, architectural sites, and burial sites. The process will include identifying informational needs, integrating existing databases, upgrading capabilities of current databases, and linking all databases to GIS layers. (5 years)
- A.7. Convene a work group to identify ways in which the current review process may be streamlined. Work group to include State Historic Preservation Division staff, developers, large landowners, private architects/archaeologists, and county planners. Review work group recommendations and adopt written procedures as appropriate. (1 year)

Policy B: Support the perpetuation and preservation of sites associated with the native Hawaiian culture.

Objectives and Estimated Timeframe:

- B.1. Identify all historic properties under the Historic Preservation Division's management and develop written management plans for these properties. (1 year)
- B.2. Encourage the acquisition, development and maintenance of historic preserves on public and private lands. (on-going)
- B.3. Collaborate with and train community and private organizations on the care and management of historic sites. (on-going)
- B.4. Work with Kamehameha Schools and interested Hawaiian immersion charter schools to develop curriculum on lo'i (taro) farming and engage the students in the restoration of a farm under the division's management. (2 years)
- B.5. Develop public service announcements to showcase native Hawaiian historical sites. (1 year)

Policy C: Expand the Historic Preservation Division's funding base.

Objectives and Estimate Timeframe:

- C.1. Increase the SHPD level of state general funds and federal funds. (3 years)
- C.2. Apply for appropriate grants and other outside sources of revenues. (on-going)
- C.3. Pursue violations of Chapter 6E, HRS, and deposit fines in the Hawaii Historic Special Fund to defray costs of oversight and investigations. (on-going)
- C.4. Examine the current fee schedule for review work to determine whether it is adequate to support program requirements. In the event additional fees or a change in the current fee schedule is warranted, amendments to existing administrative rules will be drafted and subjected to public hearing as provided in Chapter 91, HRS. (1 year)
- C.5. Develop database and pools of data that can be accessed by private consultant firms on a fee basis. (5 years)

Policy D: Promote the State's overall economic development through historic preservation.

Objectives and Estimated Timeframe:

- D.1. Collaborate with the State Foundation on Culture and the Arts' plan to develop a capitol historic district. (3 years)
- D.2. Reestablish Hawaii Main Street Program as a means of rehabilitating and restoring historic structures. (3 years)

- D.3. Collaborate with the Office of Hawaiian Affairs, Department of Business, Economic Development and Tourism, Hawaii Tourism Authority, State Foundation on Culture and the Arts, and county preservation commissions to develop a plan that will promote and sustain tourism through historic preservation. (3 years)
- D.4. Collaborate with Department of Human Services, and Hawaii Community Development Housing Authority to identify historic sites that may be restored to provide affordable housing to low income residents in Hawaii. Develop and implement pilot restoration project to meet this purpose. (3 years)
- D.5. Develop and disseminate materials to inform visitors of historic properties in Hawaii in coordination with other DLNR divisions, tourism office and county agencies. (1 year)
- D.6. Provide information on historic properties open to the public on the division's website. (1 year)

Policy E: Encourage local government participation in historic preservation activities.

Objectives and Estimated Timeframe:

- E.1. Work with National Park Service and other states to identify means of encouraging local participation in the Certified Local Government Program. (1 year)
- E.2. Establish grant review board for CLG awards and procedures for awarding grants competitively. (6 months)

Policy F: Support the Island Burial Councils and the Hawaii Historic Places Review Board to ensure the protection of historic sites.

Objectives and Estimated Timeframe:

- F.1. Provide basic training and orientation to all new Island Burial Council members that includes their duties/responsibilities as outlined in Chapter 6E, HRS, as well as requirements set forth in the Sunshine and Ethics Laws. (on-going)
- F.2. Host annual conference for burial council chairs and vice-chairs to address issues of concern. (on-going)
- F.3. Train all architectural staff and the Hawaii Historic Places Review Board on the State and National Registers eligibility criteria, and nomination process. (1 year)
- F.4. Collaborate with native Hawaiian organizations and other ethnic groups to identify and prepare cultural nominations for the State and National Registers. (2 years)

Policy G: Respond to the discovery of burial sites in a timely and sensitive manner that takes into consideration cultural concerns, and promotes timely reburial.

Objectives and Estimated Timeframe:

- G.1. Provide sufficient staffing to support the Island Burial Councils and to respond to inadvertent burial discoveries within required timeframes. (on-going)
- G.2. Develop written procedures for inadvertent burial responses and train all cultural and archaeological staff to ensure proper implementation of the procedures. (6 months)
- G.3. Develop and maintain a computerized database to track the inadvertent discovery of burials and investigations of Section 6E-11, HRS violations. (1 year)
- G.4. Develop a public education program to inform the public on the sensitivity of burials and the need to notify the department when human skeletal remains are discovered. (1 year)
- G.5. Identify landowners willing to establish burial preserves and collaborate with these individuals to reinter skeletal remains currently in the division's custody. (1 year)
- G.6. Develop temporary curation facilities for human skeletal remains on each island that meet curation standards. (1 year)

Policy H: Increase and improve the enforcement of Chapter 6E, HRS, to encourage compliance with historic preservation laws and ensure the protection of historic properties and burial sites.

Objectives and Estimated Timeframe:

- H.1. Develop written Memorandum of Agreement with the Division of Conservation Resource Enforcement (DOCARE) to develop protocol for historic preservation and DOCARE staff response to possible 6E violations. (6 months)
- H.2. Provide training sessions for those responsible for enforcing historic preservation laws. Training to include modules for division staff, DOCARE, and county police departments. (on-going)

III. Measures of Effectiveness

Policy A:

- All established positions will be filled.
- Eliminate the backlog of architectural and archaeological reviews.
- Respond to 95% of reviews within required timeframes to avoid triggering the automatic approval provision for administrative rules.
- At least 75% of all known historic sites in the State will be listed on the State's inventory database.

Policy B:

- Historic sites managed by SHPD will be appropriately maintained.
- Increase the number of programmatic and covenant agreements.
- Participants in restoration projects will sustain the Hawaiian culture and be capable of ongoing management of project sites.

Policy C:

- Increase Division funding level.
- Increase the number of outside grants received.
- Increase revenues for the Historic Preservation Fund.

Policy D:

- Living historic districts will increase by 5%.
- Economically deprived areas will be rejuvenated.
- The state will experience an increase in visitors seeking a cultural experience.

Policy E:

- The number of certified local governments in Hawaii will increase by 10%.
- All CLG grants will be awarded competitively beginning with FY2006 NPS grant funds.

Policy F:

- 100% of all Burial Council and Hawaii Historic Places Review Board staff will be provided with training.
- At least five cultural sites will be nominated for the State and National Registers each year.

Policy G:

- Cultural program staff will respond to 95% of all inadvertent burials within required timeframes.
- 95% of all burials currently in the SHPD's custody will be reinterred.

Policy H:

- The number of historic preservation violations will decrease over time in response to greater enforcement presence.